



IDAHO DEPARTMENT OF CORRECTION

Strategic Plan

FY 2015 - 2019

Updated June 2014

C.L. "Butch" Otter, Governor

Board of Correction

Robin Sandy, Chairman Dr. David McClusky, Vice-Chairman
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Preface

The Idaho Department of Correction strategic plan provides a compass for the agency, its staff, and informs external partners on the agency's plans and goals. During strategic planning this year, agency leadership affirmed the mission, vision, and values. The agency mission, "To promote a safer Idaho by reducing recidivism," has renewed statutory and fiscal support as a result of legislation passed during the 2014 session.

The Justice Reinvestment Act passed the Idaho Legislature and was signed into law by Governor C.L. "Butch" Otter. Senate Bill 1357 is the most extensive change to the criminal justice system in 28 years. The law changes impact 20 different statutes and an implementation plan and Oversight Committee that will review progress for the next five years.

The bill and accompanying legislation mandate new infrastructure for assessing and managing offenders, added requirements for releasing offenders, and added reporting on the programs and progress of offenders. The changes seek to move inmates out of prison and parolees and probationers off caseloads, so criminal justice resources are focused on the highest risk felons. Lawmakers provided fiscal resources to help lower probation and parole caseloads and implement the system changes.

Many of the objectives and actions in the Idaho Department of Correction FY15 strategic plan evolve around implementing the requirements of Senate Bill 1357. The objective to reduce recidivism outlines many of the changes associated with the legislation. Justice Reinvestment work plans and the agency's operating plan provide more detail on the implementation of the new laws.

Safety remains the core of the Department's statutory purpose and mission. Strategic initiatives in this arena require solid foundational safety, and an eye on advancing, refining and measuring progress.

Trained, engaged, and valued staff are foundational to accomplishing the mission. Turnover remains a challenge, and with the added challenge of staffing Idaho's largest prison as a state-operated facility in FY15, the agency has more opportunity to create career paths and develop employees. Goal two continues to focus on staff and creating career paths that make corrections a more attractive long-term choice.

An executive operating plan supports this strategic plan. Division and worksite leaders will develop supporting operating plans with site-specific actions to support the mission, vision and goals within this plan.

IDAHO DEPARTMENT OF CORRECTION

Strategic Plan

Mission

To promote a safer Idaho
by reducing recidivism.

Vision

Dedicated and committed staff will transform lives
one person, one family, one community at a time.

Values

We value our staff.

We value a safe and professional environment
that promotes dignity and respect
for staff, the public and offenders.

We expect of ourselves...

Open Communication

Trust

Honesty

Integrity

Teamwork

Goals and Objectives

FY 2015 - 2019

Goal 1: Promote Safety First

Objectives:

1. Provide for safer Idaho communities.
2. Protect all staff by providing the safest work environments possible.
3. Provide for the safety of offenders through effective policies, procedures, and practices.

Goal 2: Promote Staff Success

Objectives:

4. Recruit the right people.
5. Retain staff by enhancing a culture where staff are valued.
6. Provide strong leadership to support staff in their professional development and responsibilities.
7. Clarify and affirm division and staff roles.

Goal 3: Reduce Recidivism

Objectives:

8. Implement a system of evidence-based supervision.
9. Enhance a pro-social environment conducive to effective offender change.
10. Deliver effective evidence-based programs.
11. Ensure offenders are prepared for timely release from incarceration or supervision with a focus on structured reentry.

Performance Measures

FY 2015

Promote Safety First

- Number of workers compensation claims per staff hours worked

Promote Staff Success

- Percentage of staff at or above policy
- Staff turnover rate

Reduce Recidivism

- Percentage of offenders that return after they have been released

Summary of Executive Actions and External Factors

FY 2015

Goal 1: Promote Safety First

Safety is core to the Department's statutory purpose and mission. Idaho Code Chapter 20 requires the Department to provide for the care and custody of inmates, supervise offenders in the community, and provide programs and education to reduce offender risk.

Executive Level Actions

Some key executive level actions to support this goal and its objectives include the following:

- Enhance IT staff and systems to support 24/7 operation and the web-based inmate management system. Add bandwidth to allow the use of technology as part of the offender management system needed to reduce caseloads, and electronic health records required to manage and track medical and mental health care through reentry.
- Mitigate risk by assessing and acting on the highest priority needs.

Goal 2: Promote Staff Success

It is through staff that the Department achieves its mission to protect the public by reducing recidivism, and its vision of transforming lives. Idaho Code Section 67-5309A defines state government as "a service enterprise in which the state work force provides the most critical role for Idaho citizens."

Executive Level Actions

Some key executive level actions to support this goal and its objectives include the following:

- Target recruitment through relationships, using college and criminal justice connections.
- Define clear career paths, to include connecting community and facility staff paths.
- Reassess training for incoming correctional officers to ensure they have the correct information needed to do their job.

Goal 3: Reduce Recidivism*

**Decrease the rate at which offenders return to prison.*

Reducing recidivism is the best way to increase public safety. Senate Bill 1357 amends and adds new sections to 20 criminal justice statutes in Idaho Code. The mandated changes use risk assessments, tailored sanctions, and required tracking of program outcomes to drive continuous improvement of systems.

Executive Level Actions

Some key executive level actions to support this goal and its objectives include the following:

- Implement a system of evidence-based supervision practices based on swift and certain principles: Lower case loads and a matrix of sanctions and incentives are some of the actions being undertaken to achieve the goal.
- Deliver effective programs and measure results.
- Ensure offenders are prepared for timely release.

External Factors

The Idaho Justice Reinvestment Initiative (JRI) will have significant impact on operations in the Department of Correction and the entire criminal justice system. The plan implementation involves five issue-specific committees with more than 40 members in addition to consultants from the Council of State Governments Justice Center.

The extensive change requires intensive focus and coordination with all criminal justice partners involved. Cost reduction can only be realized when all partners work in a coordinated manner that supports the principles of the new law.

Effective implementation of JRI requirements and the associated reporting requires a significant investment in, and reliance on, technology from existing and newly created applications. Legislators and the Governor provided fiscal resources as part of the reinvestment package, but it will take time to bridge all the gaps.

The Department of Correction has worked diligently to update technology. Currently, a web-based system is used for many components, but key sentencing data and inmate banking data still reside in a 1980's DOS system. Transitioning old data to the new system is critical to establishing the tools to track and measure results required by law.

Establishing a new web-based reporting system, upgrading the Inmate Banking, and Sentencing functionality will require eliminating the DOS system and creating new systems to support the IDOC and JRI initiative.

Utilizing technology to help manage offenders placed on the Limited Supervision Unit is a key factor in reducing case load sizes.

Plans are developed and the work has begun to address the risks noted above.

Increasing turnover in the security ranks is one of the most significant concerns the agency faces this fiscal year, and during the assumption of operations at the Idaho Correctional Center. Turnover decreases safety and efficiency. This trend is most significant and most costly in the correctional officer ranks, where training requires a significant time and financial commitment. Analysis and mitigating steps are being developed as part of the operating plan.

Plan Implementation and Management

To successfully achieve the goals, objectives, and performance measures outlined in this plan, the agency must integrate the plan into operations throughout the agency. The Department Leadership Team, with the appropriate support of the Quality Council, agrees to the following approach to achieve that goal. The following activities will involve the Leadership Team, division deputies, and other staff as required.

A. Mission, Vision and Values Communication

- Communicate during visits, via e-mails, and on EDOC News.

B. Strategic Plan Communication Throughout the Agency

- Division chiefs will request operating plans from all work areas based on new strategic plan and operating plans. Work site leaders will provide site-specific plans to division chiefs by September.
- Work site leaders will report status updates to division chiefs monthly. Chiefs will incorporate this information into monthly reports at agency Leadership Team meetings.
- Report annual progress at staff meetings, in E-DOD News, and Director's staff updates.

C. Monthly Strategic Plan Progress Review

- Brief strategic plan status report by each of the responsible individuals for each of the current and near term goals and objectives to be presented at Department Leadership Team meetings monthly.
 - Current status of the objective, action, etc.
 - Outstanding needs for progress, completion, etc.
 - Obstacles to progress, completion, etc.
 - Resource needs, status, etc.
 - Celebrate successes
 - Upcoming steps and actions
- Discussion regarding possible minor changes to the plan: goals, objectives, etc.

D. Semi-Annual Plan Review

- Deeper review of plan progress and more extensive status
- Discussion/possible plan adjustments

E. Annual Plan Review

- Thorough plan status/progress review
- Validate support for mission, vision, and values
- Discuss plan adjustment as needed to reflect changing Department needs, internal and external conditions, available resources, etc.
- Modification of goals and objectives as needed; identify new goals as needed
- Verify performance measures for the coming year
- Determine funding needs and legislative requests as required

F. As Needed Actions

- Implement change management processes to support effective plan implementation.



Idaho Department of Correction
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To promote a safer Idaho by reducing recidivism.